A STUDY OF ALIGNMENT OF VALUES AND CULTURAL ENTROPY IN IT SECTOR OF DELHI NCR

SHORT SYNOPSIS

Submitted in partial fulfillment of the requirement of the degree of

DOCTOR OF PHILOSOPHY

by

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Date:17/01/2026

DECLARATION BY THE SCHOLAR

I hereby declare that the short synopsis entitled **"A Study of Alignment of Values and Cultural Entropy in IT Sector of Delhi NCR"** being submitted in partial fulfillment of the requirement for the degree of Doctor of Philosophy in the **Department of Business** under the **School of Business** of Manav Rachna University, Faridabad during the academic year **2025-26**.

It is the work that is expected to be carried out under the supervision of **Dr. Akanchha Singh.**

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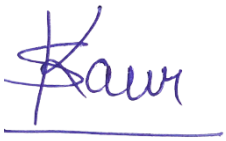

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ABSTRACT

This research examines the extent to which the IT companies of the Delhi NCR region are common in the values they share with their workers. It is concerned with the alignment of organisational values and employee's work values. The imbalance between them leads to cultural entropy. Cultural entropy (CE) is a ratio of the degree of instability, friction and dysfunction in a group due to unacceptable values. Work values (WV) refer to the primary concepts and perception people develop over what is important in their jobs. The research investigates the influence of these work values on cultural entropy and its impact on employee attrition and employee burnout. With a rapid change in organisation employees are feeling more stressed which is becoming a primary reason to quit jobs leading to high attrition rates. The study adopts the combination of qualitative and quantitative data to ensure extensive analysis. It provides useful ideas and solutions to organisations on how to achieve greater alignment between organisational values and employee's work values resulting in less entropy. The results will assist in the formulation of policies that would develop an effective and healthy workplace culture.

Keywords: ***Work Values, Cultural Entropy, Organisational Values, Employee Burnout, Employee Attrition, Information Technology Sector, Delhi NCR***

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1. INTRODUCTION

The Indian IT industry has been a boon to the new ideas and economic development, particularly the Delhi NCR region which has become a vibrant center of new business, upcoming firms and global service providers in IT. This type of rapid growth has led to a number of issues that do not just focus on the software, systems and scalability but also affect the organisation culture up to the level that the values of the employees are in line with the values of their companies is a very important yet often overlooked aspect to worsen the problems. In today's fast-paced digital economy, workers need to be able to adapt, learn new things, and work well under pressure all the time. Companies sometimes forget about the people while trying to keep up with new technology and changing customer needs. They often forget to think about what drives their employees, what inspires them and most importantly, whether or not they really believe in the values that the company says it stands for. Cultural misalignment happens when the values of an organisation don't match up with the values of its employees. This misalignment eventually leads to cultural entropy, which is energy that is lost because of problems inside the group, behaviour caused by fear, of mistrust and lack of interest. Even though more people are becoming aware of mental health concerns at work and employee engagement, most of the study in this area has centered on business outcomes. These things are important, but a thorough look at how they affect people is often neglected. What do workers truly think? What makes someone feel tired or uninterested? What role do values, leadership and daily routines have in shaping the internal culture? This study emphasis to get the answer of such problems pertaining in the organisation. This study focuses on the IT sector in Delhi NCR and the impact of alignment between individuals values and organisations values which will result in cultural entropy. It also provide a perspective at how things like employee burnout and employee attrition hampers this relationship.

Work values (WV) are the basic thoughts and ideas that people have about what is important and meaningful in their jobs. These beliefs affect choices about jobs, job satisfaction, dedication and behaviour at work. They may include things like honesty, success, teamwork, recognition, safety and finding a balance between work and personal life. In an organisation, it is important to make sure that employee’s work values match the organisational values. This strengthens the culture, boosts motivation and reduces tension at work. Without this kind of equivalence, people may

lose interest, accomplish less than great work and see their culture break down even more. Understanding and implementing work values is crucial for cultivating a productive and value driven workplace. Understanding how work values (WV) and cultural entropy (CE) are related is important for understanding how well an organisation works and how happy its employees are. When the organization's stated and shown values match your own work values which includes respect, honesty, recognition, it creates a culture of trust, involvement and consistency. When these ideas do not fit together or link well, it leads to cultural entropy, which is marked by internal conflict, distrust, blame, bureaucratic inefficiencies or behaviours driven by fear. Increased cultural entropy shows that the workplace is not working well because people feel not appreciated or restricted. This leads to lower productivity and higher turnover rates. Understanding and correcting value misalignments is crucial for reducing cultural entropy and building a strong foundation of organisational culture.

This study also focuses on the impact of human attributes, including age and gender on these processes. Do younger employees experience cultural misalignment more intensely than their older colleagues? Do disagreements based on values affect women more than men? Such questions can help organisations in understanding their staff more thoroughly, not solely as workers but as individuals with beliefs, ambitions and emotional needs. This study aims to go beyond just finding problems. Its goal is to give IT companies useful information that will help them make their workplaces more focused on employees and value development. When employees share their company's goals and values, they are more likely to stay, be involved and grow. By reducing cultural entropy, organisations can become more efficient and human.

This research presents a model that demonstrates the relationship between employees' work values (WV), attrition rate, burnout rate and cultural entropy (CE). This study emphasizes the significance of the rapidly expanding digital economy, wherein the IT sector plays a crucial role in shaping organisational practices, worker dynamics and social progress. As companies deal with problems like remote work, fast changes in technology and a more diverse workforce, it is important to combine individual and organisational values to keep employees engaged, productive and ethical. Cultural entropy which means misalignment, dysfunction or internal conflict ,is an important way to measure a company's health. In the highly competitive industry

like IT sector of Delhi NCR region, understanding the link between values alignment and cultural entropy help CEOs build strong, value driven businesses. This study is desperately needed to look into these traits. It makes both theoretical and practical contributions to the growth of businesses and the management of human resources in the Indian IT sector. This study necessitates a knowledgeable population, as employee's work values are crucial for achieving their objectives. The researcher examined IT sector companies that could facilitate the growth of the Indian economy in innovative ways. This innovative study makes a unique contribution by describing the link between work values and cultural entropy in IT sector businesses where attitudes and learning capacities are especially critical for accomplishing specified goals. There is no single document that comprehensively explains the relationship between employee values and cultural entropy in the workplace, particularly from the perspective of IT sector employees.

2. REVIEW OF LITERATURE

Research on organisational values indicates that alignment between employee and employer values enhances employee satisfaction, engagement and retention (Kristof-Brown et al., 2005). Barrett (2010) introduced the concept of cultural entropy, which emphasizes how wasted energy can diminish organisational effectiveness. Research indicates that burnout, a psychological reaction to prolonged occupational stress, may intensify in the presence of conflicting work values and ambiguous organisational objectives (Maslach & Leiter, 2016).

Also higher turnover rates in the IT area have been connected to lower job satisfaction and a feeling that employee values do not fit the company's culture (Tarique & Schuler, 2010). There is a scarcity of research examining the interaction of work values, burnout, attrition and cultural entropy, particularly within the Indian IT context. The keywords were used to search through the published literature, and the results were looked at.

a. Work Values

Shahin et al. (2021) examined 51 primary papers to explore the integration of human values into software engineering methods. The research indicates that the majority of initiatives to implement values occur during the initial phases of software development, including requirements collection and design. Lenberg et al. (2018) conducted a mixed-method study incorporating interviews and surveys with individuals from several software businesses. Their findings indicate that discrepancies in work values among various groups within organisations might lead to decreased performance, reduced trust, and increased conflicts. Twenge et al.(2010) Jean M.Twenge and colleagues defined work values within a context as “the priorities and expectations individuals possess concerning their employment, include elements such as income, work life balance, recognition and status”. This definition recognises the evolving nature of work values across generations. Schwartz and Bardi (2001),in their cross-cultural research, defined work values as “the objectives individuals seek through employment, influenced by cultural, personal and organisational contexts”. They connect values to both individual motivation and wider socio-cultural factors. Ros et al (1999) posited that “work values represent beliefs about desirable outcomes from work and the means by which these outcomes should be achieved”. This definition includes both the goals of work and the ways to reach them. Meglino and

Elizabeth C. Ravlin defined work values as "beliefs regarding desirable behaviours or outcomes that individuals apply within work environments." Their research emphasized the influence of shared or conflicting work values on organisational communication and decision-making processes. Jennifer J. Dose (1997) defines work values as “evaluative standards pertaining to work or the work environment that enable individuals to detect what is right or assess the significance of preferences”. This definition emphasize the evaluative and judgemental role of work values in shaping work-related attitudes and behaviours. In 1992, Shalom Schwartz put forward a universal theory of values, stating that “work values are motivational goals, manifested through the significance of individuals refer to different facts of their employment and work environment”. Schwartz emphasized the link between personal motivation and the expression of values in the workplace. Milton Rokeach (1973) defined values as “enduring beliefs that a specific mode of conduct or end-state of existence is personally or socially preferable”. His framework provided a ground for understanding that how deep-rooted beliefs influence human behaviour in various ways which includes the workplace as well. Donald Super (1970) defined work values as “objectives that individuals seek to satisfy through work and which influence their preferences for specific jobs or career paths”. This definition highlights the importance of work values in defining career decisions and professional growth. Frederick Herzberg's two-factor theory from 1966 connected work values to “factors that enhance job satisfaction, including achievement, recognition, nature of the work, responsibility, and opportunities for advancement”. While not a direct definition, his research laid the groundwork for distinguishing between intrinsic and extrinsic work values.

b. Cultural Entropy

Welsch et al. (2023) studies the collaboration within multicultural well established software development teams. Their research illustrates the significance of understanding cultural characteristics at the team level and how cultural diversity can shows both challenges and opportunities. Richard Barrett (2010), gave comprehensive definition "Cultural entropy reflects the extent of dysfunction within an organisation, signifying the prevalence of fear-driven energy that undermines trust, transparency, and overall efficiency." His definition put the emphasis that cultural entropy emerges when leadership conduct and organisational frameworks do not align with employee values, resulting in resistance and disengagement. Schein (2010) explains the

corporate culture as "a framework of collective fundamental beliefs acquired by a group when addressing its challenges." Richard Barrett (1998, 2006)-Barrett, the originator of the concept, defines cultural entropy as "The energy exhale by an organisation due to unproductive or dysfunctional behaviours, including blame, internal competition, bureaucracy and fear." Barrett measures cultural entropy as a percentage of organisational values and limiting factors, evaluated through tools like the Cultural Transformation Tools (CTT). High cultural entropy means that individual and organisational values are not in same boat. In 1999, Cameron and Quinn explains in paper “Toxic Cultures-The Competing Values Framework” the term dysfunction as a condition characterised by clashing principles, decreasing communication and dominance of control over collaboration, resulting in organisational disputes. Barrett labels these traits significant cultural entropy. Burke and Litwin (1992) assert that misalignment among leadership, values, and processes leads to dissatisfaction and diminished performance. This perspective clearly shows the presence of cultural entropy in organisation. Denison (1990) doesn't use the phrase "cultural entropy," but he does state that when an organization's culture doesn't match what people expect, it makes them less committed, causes conflict within the organisation and makes it less productive. This theory is like cultural entropy, which highlights how not being on the same page with your culture can affect your business and its performance.

c. Organisational Values

Schein (2010) states that "organisational values are the fundamental beliefs that dictate the behaviour and interactions of members within an organisation, showcasing the environment of organisational culture." He emphasizes that these values are very unconscious in day to day life yet profoundly included in routines, rituals and organisational practices. According to Meglino and Ravlin (1998), "organisational values" are the shared beliefs of the people who work for an organisation about how to act or what the organization's ultimate goals should be. It states how shared values affect decisions and expectations at each and every level of an organisation. According to Collins and Porras (1996), core values are the organization's most important and lasting believes. They are number of guiding principles that do not need to be proven by external sources. They think that the values of an organisation should stay the same over time and help to make judgements about culture and strategies of organisation. Schwartz (1992) asserts that "Organisational values signify desirable objectives that function as guiding principles for internal

behaviour and external interactions." This definition is grounded in Schwartz's universal theory of values and is particularly applicable in multinational or diverse organisational contexts. Hofstede et al.(1990) define "organisational values" as the collective cognitive framework that differentiates members of one organisation from those of another.” Rokeach (1973) defines "values" as consistent opinions concerning the most favourable acts or the ideal condition of existence both individually and collectively. This term focuses on the shared beliefs and assumptions that shape how people act and make decisions in organisations. Rokeach's framework was originally about personal values but it is now widely used in organisations to understand how shared values affect how people act as a group.

d. Employee burnout and attrition serve as mediators between work values and cultural entropy.

Many researchers have shown that when a person's job values don't match the organization's principles, it can cause psychological stress, which can lead to burnout. Burnout is a state of emotional, mental, and physical exhaustion caused by constant and regular stress at workplace. This burnout makes it more likely that employees will leave the company since they lose interest and eventually leave the company. This series of events make the effect of value misalignment on cultural entropy even stronger, making the organisational culture more unstable and dysfunctional.

Misalignment of Work Values and Employee Burnout

When workers think that their values, such as honesty, recognition, and freedom, don't match those of the company, they feel cognitive dissonance and emotional exhaustion (Maslach & Leiter, 1997).This difference decreases motivation and exert burnout, particularly in high-pressure areas such as IT. Maslach and Leiter (1997) possessed that burnout root out from issues beyond an excessive workload. It may also emerge from a lack of alignment in value of an employee with the values of organisation. Schaufeli and Enzmann (1998) shown that value incompatibility serves as a strong indication of occupational stress and emotional exhaustion.

Burnout and Attrition among employees

Burnout is a major sign of both the desire to leave and the actual turnover of employees. People who are emotionally drained and detached are more likely to quit their jobs (Taris, 2006; Halbesleben & Buckley, (2004) found that emotional exhaustion is the best sign of how much someone wants to go. Taris (2006) asserted that burnout directly affects individual's inclination to stay, especially in organisations without supportive values.

Burnout among employees, Attrition among employees, and cultural entropy

Barrett (1998) defines cultural entropy as the energy invested in organisational dysfunction, anxiety and internal conflict. This problem gets worse when there are high levels of burnout and turnover. When dedicated employees leave because their values don't match those of the company, it hurts trust, continuity, and morale, which leads to more fear-driven or restricted behaviours. Barrett (2006) explained that organisations with high levels of entropy often have high attrition rates, low culture values and no clear goal. These show that employees are not engaged and there exist value disagreement. Leiter and Maslach (2005) found that burnout affects not just individuals, but also damages the culture of the company and the connections between team members.

The relationship between Work Values and Cultural Entropy

Work values and cultural entropy are linked in a way that individual and organisational values match up or don't match up directly affects the health of an organization's culture. Work values are basic ideas about how people should act at work, what they want, and what they expect (Super, 1970; Rokeach, 1973). When these values are in line with those of a company, they encourage employees to be involved, trust each other and work together towards a common goal. When people's work values don't match those of the company, especially if the organisation is seen as authoritarian, bureaucratic or fear-based, it can lead to value conflict, disengagement and cultural entropy.

Barrett (1998) defines cultural entropy as the level of dysfunction inside an organisation, evident through values such as blame, internal competition or lack of transparency. High cultural entropy usually means that there is a big difference between what employees believe and what the

organization's culture exhibits. This imbalance causes emotional stress, lowers morale and encourages conduct based on fear, all of which hurt the organization's effectiveness and ability to come up with new ideas.

When values are aligned it leads to high alignment and low entropy, the relationship is inversely correlated. Similarly when values are misaligned it leads to low alignment which lead to high entropy. The relationship is directly correlated.

3. A DESCRIPTION OF BROAD AREAS

3.1 Rationale of the Study/Research Gaps - The need for the present research study arise from a review of relevant literature and the recognition of existing research gaps.

The IT industry in India, especially in places like Delhi NCR, has grown a lot in the last 20 years. This growth has created new opportunities but it has also made it harder to keep the organisation stable and employees happy and satisfied. Employees are often under constant pressure to meet deadlines, learn new technology and adapt to changing ways of doing things at work. Because of this climate, people are getting burned out and leaving their jobs more often which is leading to attrition rates. Most of the study that has done so far has looked at how cultural entropy affects money. This shows that we don't fully focus on how it affects employee behaviour and the health of the company. This study examines the role of value misalignment in fostering cultural entropy within the IT sector of Delhi NCR.A significant amount of research has been undertaken investigating the effects of cultural entropy on organisational performance and profitability. But there has been very limited examination of its consequences on individuals, especially in relation to employee behaviour, motivation, well-being and attrition rate. A lot of research focusses on financial or strategic goals without looking at how they affect the mental and emotional health of employees. There is a lack of research on how work value mismatch affects burnout and attrition, as well as how this leads to cultural entropy in IT Sector as a whole. There isn't much research on the Indian environment, especially in the Delhi NCR IT sector. This study aims to rectify that inadequacy.

A lot of research has been done on personal and organisational values, but not much has been done on how mismatched values affect cultural entropy directly. This difference makes it harder for us to understand how problems come up in a company when employee’s values don't match the way the company does things. This research investigates the topic by establishing a measurable correlation between value alignment and cultural dysfunction. Most studies on cultural entropy have occurred in Western countries, focusing mostly on leadership and organisational change in international business settings. There is a lack of empirical study in India, especially in the IT sector that includes the idea of cultural entropy. This research studies this worldwide concept within the Indian context conveying substantial information and

significance. Numerous of studies investigate burnout and attrition as separate outcomes of work stress or unhappiness. No one has looked at how they fit into the link between work values and cultural entropy yet. This research represents how employee burnout and employee attrition function as a linking variables that clears the connection between value alignment and cultural challenges. The Indian IT sector of Delhi NCR is experiencing significant stress, high employee turnover and employee burnout. But only limited research has been done on these issues in detail in respect of value alignment and organisational culture. A lot of research does not look at how variables like burnout and value alignment in organisations are affected by age and gender. These ideas could change the way people think about cultural dysfunction. This study use them as modifiers to elucidate how demographic variations influence experiences of organisational culture.

3.2 Operational Definitions

Work Values

Schwartz's Theory of Basic Human Values (1992, 1994) states that work values comprise an individual's prioritised set of specific value-oriented objectives that aspire to attain in the workplace like autonomy, security, achievement, or compassion. The Schwartz Value Survey (SVS) puts values into ten primary divisions, however these groups can be altered to match the demands of the workplace. These are-

Value Type	Work-Related Meaning
Self-Direction	Autonomy, creativity, independent thinking
Stimulation	Excitement, challenge, novelty in tasks
Hedonism	Enjoyment and personal gratification at work
Achievement	Success, competence, being the best
Power	Control, authority, influence in decision-making
Security	Stability, job safety, financial security
Conformity	Obedience to rules, respect for norms
Tradition	Respect for customs, continuity in practices

Value Type	Work-Related Meaning
Benevolence	Helping colleagues, being loyal and dependable
Universalism	Social justice, diversity, environmental concern at work

Employee Burnout

Employee Burnout defined by Maslach & Jackson (1981) and Maslach & Leiter (2016) is a psychological syndrome that happens when employee deals with work related stress for a long time. They develop the feeling of loosing interest in the doing the work, keeping distance from their subordinates and feels that they are not accomplishing much. This study will assess burnout with the Maslach Burnout Inventory (MBI – General Survey, Short Version), comprising items that reflect-Emotional exhaustion, Emotional detachment and Decreased perception of efficiency.

Employee Attrition

TIS-6 Scale (Bothma & Roodt, 2013) defines employee attrition as the employee's intentional and aware desire to exit the organization in the near future. This study evaluates attrition intention with the Turnover Intention Scale (TIS-6), comprising six items that measure questions like-leaving my job, finding a new job, quitting my job, looking for a new job in a year, start searching a job very soon, planning to leave the job in near future.

Cultural Entropy

Richard Barrett (2010, 2013) defines Cultural Entropy as the amount of unhealthy stuff at the workplace which include things like fear, bully, blame, conflict, confusion and lack of trust within an organization that decrease the energy to do work and diminish overall performance of employee. This study measures cultural entropy using a scale developed from the Barrett Cultural Transformation Tools (CTT), concentrating on constraining variables such as:

- Put the blame
- Bureaucracy
- Take charge
- Competition inside the company

- Keeping Information to Yourself

3.3 Theoretical Background: The research study's proposed model is grounded in various theories. The theoretical framework is represented in a tabular format as follows:

Construct	Supporting Theory
Work Values	Schwartz's Value Theory; Person–Organization Fit
Value Alignment	Person–Organization Fit Theory
Employee Burnout	Job Demands–Resources (JD-R) Model
Employee Attrition	Mobley's Turnover Model
Cultural Entropy	Barrett's Cultural Entropy Model
Demographic Moderators	Social Identity Theory (optional)

3.4 STATEMENT OF THE PROBLEM

A STUDY OF ALIGNMENT OF VALUES AND CULTURAL ENTROPY IN IT SECTOR OF DELHI NCR

4.OBJECTIVES

a. To examine the impact of employee work values on cultural entropy within the IT sector of Delhi NCR.

b. To study the pattern of employee attrition among the employees of IT Sector of Delhi NCR.

c. To ascertain the trend of employee burnout among the employees of IT Sector of Delhi NCR.

d. To investigate the mediating effects of employee burnout and employee attrition on work value alignment and cultural entropy.

e. To evaluate the impact of demographic variables, including age and gender, on burnout, attrition and cultural entropy.

5. HYPOTHESES OF THE STUDY

Objective 1: To examine the impact of employee work values on cultural entropy within the IT sector of Delhi NCR.

H1: A significant relationship exists between work values and cultural entropy within IT businesses in Delhi NCR.

Objective 2: To study the pattern of employee attrition among the employees of IT Sector of Delhi NCR.

H2: There exists a meaningful relation between employee attrition and cultural entropy among the employee of IT sector in Delhi NCR.

Objective 3: To ascertain the trend of employee burnout among the employees of IT Sector of Delhi NCR.

H3: There exist a significant relationship between employee attrition and cultural entropy in employees of IT sector of Delhi NCR.

Objective 4: To investigate the mediating effects of employee burnout and employee attrition on work value alignment and cultural entropy.

H4: Employee attrition significantly impacts cultural entropy within IT sector.

H5: Employee burnout effect cultural entropy within IT sector.

Objective 5: To evaluate the impact of demographic variables, including age and gender on burnout, attrition and cultural entropy.

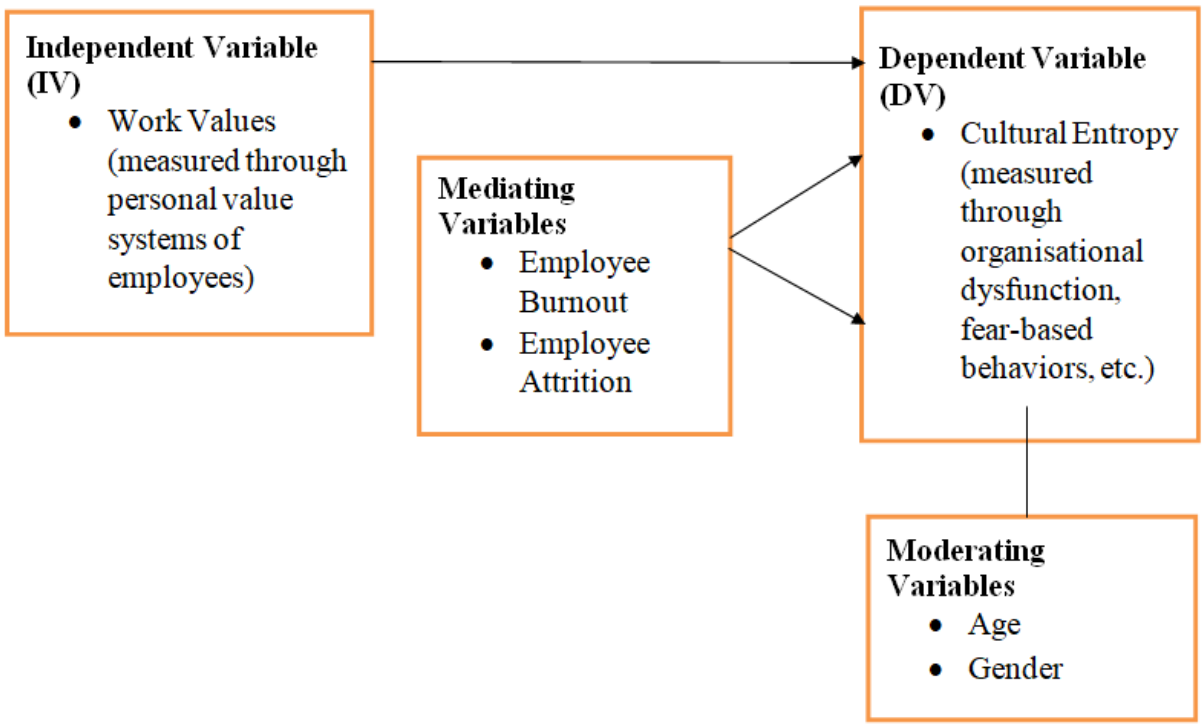
H6: Age significantly impact the relationship between employee burnout and cultural entropy.

H7: Gender drastically effect the relationship between employee burnout and cultural entropy.

H8: Age significantly impact the relation between employee attrition and cultural entropy.

H9: Gender significantly effect the association between employee attrition and cultural entropy.

6. RESEARCH MODEL



7. RESEARCH DESIGN AND METHODOLOGY

7.1 Sampling Design

Sampling Frame - Employees in the IT Sector experiences speedy work environments, technological development, strict project deadlines and the mandatory on the job trainings, which leads to becoming an appropriate participant to investigate value alignment, burnout, attrition and cultural entropy. The IT sector in India plays a crucial role in GDP development, export enhancement and creating job opportunities. NASSCOM (2023) report shows that the Indian IT sector is valued at over $245 billion and give jobs to over 5 million people. The IT sector makes a highly diversified workforce which include various age groups, locations, educational levels and genders. Such composition provides a significant framework to examine how differences between employee and corporate values may lead to unhappiness, disengagement and turnover behavior. Due to the high interest and growth potential in the IT sector, the study focused on large-scale multinational corporations, selected based on annual revenue, workforce size, market

listing and global presence like TCS, Infosys, Wipro, HCL and Tech Mahindra (NASSCOM Strategic Review 2023, Forbes Global 2000 & Fortune Global 500, Statista – Indian IT Sector Report). The responses of employees from the five major multinational corporations in the top IT sector will be collected through an online questionnaire.

b. Sampling Technique

The sampling technique defines the process to select individuals from the larger population for participation in the study. This research used non-probability convenience sampling method. Participants are selected based on their availability, willingness and relevance to study and examine the problem. This study used convenience sampling, which include the selection of people who are:

- Readily available to the researcher
- Prepared to engage
- Suitable for the study

The convenience sampling method is appropriate for this study for the reasons

Reason	Explanation
Geographic Concentration	Delhi NCR has a dense cluster of IT companies, making the population accessible.
Targeted Workforce	The study focuses specifically on IT employees who face burnout, attrition, and cultural misalignment.
Digital Accessibility and Time	IT employees are digitally active and can easily respond to online surveys and questionnaire.
Exploratory Nature of Study	As the research is partly exploratory, convenience sampling allows quick insights.

c. Sample Size

Factor analysis mandates 5 to 10 observations per item, whereas SEM models demand a minimum sample size of 200 responses (Hair et al. 2010). The study model comprises around 4 components (e.g., work values, burnout, attrition, cultural entropy) each including 4 to 8 items, resulting in a total of approximately 35 to 40 variables. Given that this study includes factor analysis of 36 items and employs SEM, the sample size should range from 180 to 360. Considering that an increased sample size enhances the probability of yielding significant results (Cohen, 1996), it was recommended to gather a bigger sample size. Prior investigations concerning the variables in this research utilized a sample size of around 250-500 (Kristof-Brown, A. L., et al.(2005), Maslach, C.,&Leiter, M. P.(2016), Gupta, N., & Sharma, R.). Sinha, A., & Singh, S.(2021) A sample size of 300 responses will be collected for this study.

Construct	Measurement Tool / Source	Estimated No. of Items
Work Values	Adapted from Schwartz Value Survey / Barrett Model	6–8 items
Employee Burnout	Maslach Burnout Inventory (short version)	6–9 items
Employee Attrition	Turnover Intention Scale (TIS-6 or Mobley's Scale)	3–6 items
Cultural Entropy	Adapted from Barrett Cultural Transformation Tools	6–8 items
Demographics	Age, Gender, Job Role, Experience, Qualification	4–5 items

7.2 Data Collection Methods

This study will include both primary and secondary data sources. Primary data will be collected by a standardized questionnaire sent via emails to employees in IT sector of Delhi NCR. The questionnaire will evaluate views of organizational values, individual work values, burnout levels and attrition rate. Secondary data will be obtained from:

•Institutional reports

•Scholarly journals and databases

•Industry analysis reports from NASSCOM, Forbes etc.

After collecting the response and data the validity and reliability of the samples drawn will be done

7.3 Research Tool

a. Work Values

Schwartz Value Survey (SVS) will be used to measure Work Values. This scale (Schwartz, 1992) has 8 items (motivation, satisfaction, and cultural fit), and responses on 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) for always.

b. Employee Burnout

Maslach Burnout Inventory (MBI – General Survey, short version) Scale (1981) will be used to measure measures burnout as a multi-dimensional construct such as emotional exhaustion, depersonalization and reduced personal accomplishment which consists 9 items. The responses on this scale range on 5-point Likert scale (1 = Never to 5 = Always).

c. Employee Attrition

Employee Attrition also known as Attrition Intention. Turnover Intention Scale (TIS-6) by Bothma & Roodt (2013) will be used.TIS-6 assesses cognitive and emotional intentions to quit the current job and start searching for a new job soon. This comprises 6 items and they vary between strongly disagree and strongly agree on a 7-point Likert Scale. The responses on this scale ranges 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree)

d. Cultural Entropy

The Barrett Cultural Transformation Tools (CTT) Scale is employed to assess the maximum amount of fear, control and dysfunction within organisational culture resulting from value misalignment. This consists of 8 items and is assessed using a 5-point Likert scale, ranging from strongly disagree to strongly agree.

All replies will be gathered using an online questionnaire utilizing Google Forms. Participants will receive explicit instructions and consent details. The Likert scale provides a quantitative

assessment of attitudes, perceptions, and behavioural inclinations. The replies of the questionnaire is voluntary and anonymous. We will have around 300 individuals in the IT industry in Delhi NCR who will participate.

7.4 Data Analysis Tools

The descriptive statistics will include the data about the subjects and will demonstrate common values, like average (mean), middle value (median), and the extent of the variation of the values (standard deviation). The consistency and validity of the measurements will be tested by incorporating a tool such as Cronbachs Alpha to determine whether the items in a scale are measuring the same thing. Factor analysis will assist us to identify the groups or patterns in values of work and indications of cultural diversity or change. ANOVA and t-tests will be used to see whether the age and gender influence the burnout, leaving the job and cultural changes. It will be determined using Structural Equation Modelling (SEM) to determine whether there are variables that clarify the relationship among other variables.

8. CONTRIBUTION OF THE STUDY

This study examine the association between employee's work values and organisational values by evaluating how their alignment or misalignment impact overall organizational performance. The study finds burnout and attrition as mediators that effect the relationship between value misalignment and culture of the organisation, rather than only as normal output. This study also investigates the ongoing problem of burnout and turnover. Global techniques, like the Maslach Burnout Inventory (MBI), Schwartz Value Survey, and Barrett's Cultural Transformation techniques, are modified to apply on the Indian IT sector. This enhances the relevance of work values and cultural awareness of global models. This study also provides a clear roadmap that can be used by HR and leaders to develop strategies for all the levels in the organisation. It demonstrates to HR departments about how to hire better, engage employees and retain them by aligning company practices to employee values. It further assists the leaders in the identification of cultural issue caused by misalignment of values. The study presents a means of measuring and evaluating culture within firms. The study also offers a way to establish the adherence and the extent of cultural disorientation in an organisation. It can be employed in most sectors for the analysis of culture and develop policies and strategies. The conceptual framework and

methodology provide a foundation for future research. In future researchers could build upon this study to explore cross-industry comparisons, generational differences or long term impacts of cultural alignment.

9. SCOPE AND DELIMITATION OF STUDY

This study examines the relationship between work value alignment and cultural entropy in the IT sector of Delhi NCR, highlighting the significant relationship between individual and organisational values and its effects on burnout, attrition, and overall organisational performance. This study includes employees from large organisation by using standardised tools for data collection (e.g., Schwartz Value Survey, MBI, TIS-6, and Barrett's CTT).The data will be assessed using Structural Equation Modelling (SEM) in with mediation and moderation methods. The study is limited to those in the IT sector within the Delhi NCR region solely. The collection of cross-sectional data is executed by self-reported online questionnaires. The study aims at individual employees excluding top leadership as they are the ones who design policies. Non-probability sampling methods such as convenience sampling is used. The analysis excludes mid-sized multinational firms, startups, specific industries (including healthcare and education) and regions like Bangalore or Hyderabad.

10. LIMITATIONS OF STUDY

The drawback of this study is the sample technique used as the researcher utilized convenience sampling based on the availability and willingness of employees to participate in the research. Secondly, this study ignores the consideration of any other mediating variables that can exist between work values and cultural entropy. Ultimately, demographic characteristics including income, occupation, experience, and others have been excluded from this study.

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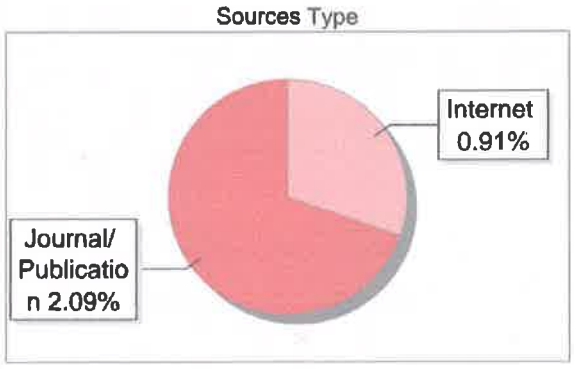

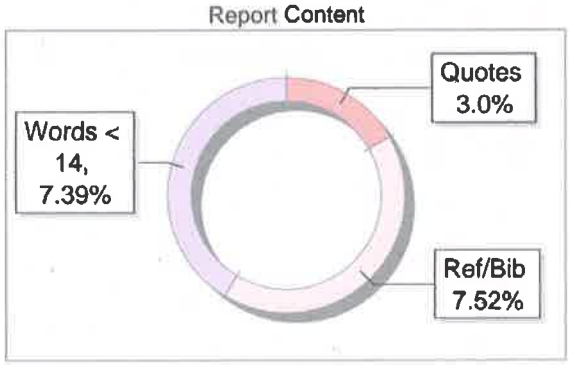

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A STUDY OF ALIGNMENT OF VALUES AND CULTURAL ENTROPY IN IT SECTOR OF DELHI NCR

SHORT SYNOPSIS

by

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Dr. AKANCHHA SINGH

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Year *2025*

ABSTRACT

This research examines the extent to which the IT companies of the Delhi NCR region are common in the values they share with their workers. It is concerned with the alignment of

organisational values and employee's work values.The imbalance between them leads to cultural entropy. Cultural entropy (CE) is a ratio of the degree of instability, friction and dysfunction in a group due to unacceptable values.Work values (WV) refer to the primary concepts and perception people develop over what is important in their jobs. The research investigates the influence of these work values on cultural entropy and its impact on employee attrition and employee burnout.With a rapid changes in organisation employees are feeling more stressed which is becoming a primary reason to quit jobs leading to high attrirtion rates.The study adopts the combination of qualitative and quantitative data to ensure extensive analysis. It provides useful ideas and solutions to organisations on how to achieve greater alignment between organisational values and employee's work values resulting in less entropy.The results will assist in the formulation of policies that would develop an effective and healthy workplace culture.

Keywords:Work Values,Cultural Entropy,Organisational Values,Employee Burnout,Employee Attrition,Information Technology Sector,Delhi NCR

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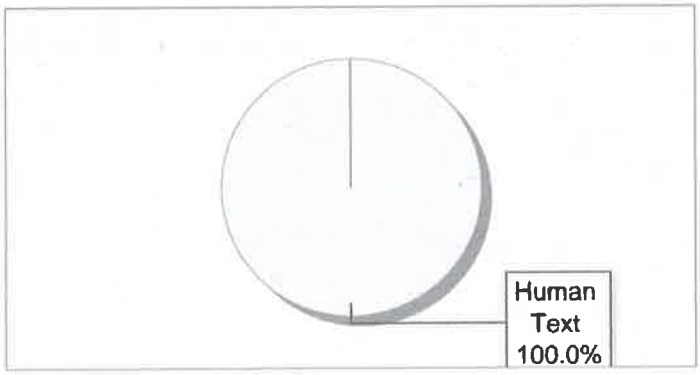

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